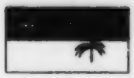

VISION

GOVERNMENT HOUSE HERITAGE PROPERTY

FINAL REPORT

PRESENTED to W. BRENT COTTER, Q. C. ; DEPUTY PROVINCIAL SECRETARY

PREPARED by EMMET. E. REIDY ; m.e. MANAGEMENT CONSULTANTS INC.

April, 2000

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April 28,2000

Mr. Brent Cotter, Q. C.
Deputy Provincial Secretary
1919 Saskatchewan Drive
Regina, Saskatchewan S4P 3V7

Dear Mr. Deputy :

A copy of my final report on the vision proposed for the Government House Heritage Property is submitted for your consideration.

Throughout the review and study process some property enhancement solutions have been implemented. The changes have had a very positive affect. The addition of the elevator, the extended hours of museum operation, and the addition of a museum display depicting the role of women in provincial governance are noteworthy.

This report will restate much of the material contained in reports provided earlier. The purpose is to assemble all pertinent information into one single report.

The significant additions will be a section comprising a professional **"Master Development Plan"** as prepared by the architectural firm of friggstad downing henry. A comprehensive report on the structure and mandate of a Charitable Foundation to provide major financial support for capital expenditures is presented. A property dedication ceremony during the provincial centennial celebrations is introduced for your attention

The governance of the property has received thoughtful and thorough analysis. Solutions have been proposed for your consideration.

The timing of the project **"Millennium to Centennial"** has captured the imagination of people associated with Government House. I am delighted with the interest shown by the **"First Nations"** community.

There is every reason to be confident that the improvements suggested for this very valuable heritage property will receive support from senior levels of government, the Canadian corporate community, and the general public. Prominent Canadians with special interest in Saskatchewan have indicated their interest in supporting the charitable foundation concept.

I wish to express my personal gratitude to officials of your department for their courteous cooperation. Michael Jackson has been a valuable source of information and guidance. His Honour the Lieutenant Governor and his office have been a source of knowledge and inspiration.

Yours truly,

Emmet E. Reidy

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VISION

GOVERNMENT HOUSE HERITAGE PROPERTY

FINAL REPORT

THE EXECUTIVE SUMMARY

April, 2000

Executive Summary

Government House Heritage Property : a Vision

The Mandate

The Deputy Provincial Secretary, acting on behalf of the Government of Saskatchewan, commissioned a review and study of the Government House Heritage Property in 1999 to elevate public awareness through property enhancement and effective marketing.

This historic property is a visible symbol of important past governance and has the potential to offer visitors an educational and cultural experience that cannot be presented in any other setting. This property served as the governing headquarters of a territory larger than the continent of Europe, and played a significant role in the formation of the prairie provinces and the North West Territories. No other property in Canada can claim such major historic consequence.

In order to focus sustained future national and international attention on the relevance of the property it is recommended that an improvement process be introduced over a five-year period. Project completion and appropriate dedication ceremonies would be presented during the year of our provincial centennial celebrations. This time span is referred to as "Millennium to Centennial."

While the improved property will properly illustrate past accomplishments and lifestyle, it is important to link historic governance to present reality and future potential. An interpretive component of the tourist attraction should include the culture of the "First Nations" and their contribution to our society today. The diversity and wealth of the resource potential of Saskatchewan will be included in the interpretive component.

The study has also considered and recommended an organizational structure designed to encourage necessary financial support from the private sector to fund the capital improvements.

The mandate included a review of the present marketing and promotion programs. The governance of the property itself has been considered and the significant contribution by dedicated volunteers has been recognized.

Past and present annual operating budgets have been examined and recommendations for future management direction are presented for consideration.

The Vision

From Millennium to Centennial

In excess of one hundred interested organizations and individuals were interviewed during an extensive consultation process during 1999. The collective imagination of that procedure developed a five-year enhancement plan that will mature into a foremost provincial visitor attraction. A visit to the heritage property will be a memorable educational experience.

The interpretive concept of the visit will emphasize the system of governance that has served this large region of North America so well. The important contribution of "First Nations"and the early pioneers will be a visit highlight. The representation of early governance will clearly illustrate why historians consider this property to be of preeminent relevance.

Annual Improvement Activity

Five distinct areas of enhancement are considered.

1.) A street and landscape vision that will accentuate an atmosphere of historic dignity with ample opportunity to recognize significant historic contributions is proposed. The grounds will be designed to recognize the benefaction of the "First Nations" community as well as the contribution of people of other lands and cultures.

2.) The construction of a major complex to facilitate.

(i) property administration offices.

(ii) maintenance, storage and administration.

(iii) a light lunch facility

(iv) a meeting room / chamber to display visiting exhibits of Saskatchewan arts and crafts

3.) The restoration of the original Gardener's Cottage.

4.) The construction of a replica of the original coach house to store and display the provincial landau and cutter.

5) An interpretive centre featuring distinct areas of educational interest.

(i) an audio visual display recounting social and economic leadership in governance throughout our short history.

(ii) the role of the Lieutenant Governor in our democratic society

(iii) the culture and governance of the "First Nations" culture.

(iv) the diversity of the Saskatchewan economy and resource wealth.

A Government House Charitable Foundation

The Purpose

The governance, the natural resource wealth, and the people of this province have made an immeasurable contribution to the commerce of Canada and beyond. A charitable foundation can provide the private corporate sector and individuals an opportunity to recognize that reality.

Many successful major national and international corporations acknowledge the major contributions of natural and human resources from this province.

There appears to be almost unanimous agreement that a successful enrichment project can only reach potential with significant private sector participation. It is an accepted practice to design a charitable structure that can recognize donations with tax incentives.

Private sector donations will become more prevalent as we approach the Centennial year. Several prominent Canadians, with a special interest in Saskatchewan and the Government House Heritage property, have expressed interest in serving as charter trustees of a support foundation.

The primary role of a foundation is to seek and obtain gifts or grants, bequests and donations, as well as raise funds through related activities. A foundation can provide a valuable pool of business, academic, and professional people who could be called upon from time to time for advice on the general stewardship of the heritage facility.

The Organizational Structure

The magnitude of the financial responsibility demands commitment from men and women with a special aptitude and a respected relationship with the corporate community. The exact structure of the foundation must be carefully considered. The success of the entire project will depend upon the leadership of the foundation trustees / directors / members.

An organization structure including purpose and responsibility is outlined in a separate section of this report.

Considerable research has gone into the recommended structure including a close examination of a similar entity serving Government House in British Columbia.

VISION

GOVERNMENT HOUSE HERITAGE PROPERTY

FINAL REPORT

PROPERTY ANALYSIS AND DEVELOPMENT

April, 2000

Final Report

Introduction

A "Master Development Plan", an outline of a charitable support foundation organization, and suggestions for the dedication ceremonies are included in this report.

Throughout the ten month study in 1999 a broad cross section of people and organizations were consulted through personal interviews and correspondence. This report attempts to convey a vision of an acceptable enhancement of this valuable heritage property.

Some important changes have been implemented during the study and review process. The completion of the elevator in the main structure provides convenient public access to all parts of the building. This addition was absolutely vital to the enhancement of the public activities presented within the building.

Increased summer operating hours providing extra access to the museum and a new display depicting the historic role of women in governance were well received.

The Mandate

A review and study of the Government House were initiated to consider a process that would enhance the public awareness of this historic property. An enhanced property would have a positive impact on the educational, cultural and economic sectors of our provincial and national society.

While considerable attention has been directed to the property value as a tourist attraction, significant diligence has been expended to ensure that a visit to the property will always be a foremost educational experience. Appeal to residents of Saskatchewan should be an important component of any vision process. For that good reason the study process involved an examination of other similar tourist attractions that might be suitable for collage marketing.

The mandate directed the study to ensure that the three present functions of the facility would continue to serve the community within the enriched structure. The final plan should thus provide an appropriate office for the Lieutenant Governor, an enhanced museum and interpretive centre and a hospitality facility that can serve the official noncommercial needs of the community.

An examination of the role the facility might play in advancing the profile of Saskatchewan arts and crafts was assessed.

Existing Functional Purpose and Facility Use

The Office of the Lieutenant Governor

The construction of the Government House building was completed in 1891. The spacious facility served as the official residence for the Lieutenant Governor of the North West Territories and facilitated the growing number of social and ceremonial functions attendant to that position. In 1945 the building ceased to serve as the residence or office for the Lieutenant Governor.

The provincial government completed restoration and refurbishing in 1980. The working office of the Lieutenant Governor was returned to Government House in 1984. The return of the office reestablished the official and historic function of this unique property.

The office of the Lieutenant Governor contributes an aura of history and a certain quality of officialdom that makes a visit to the property a special educational and cultural experience.

The Museum

The museum section of the property was opened in 1981. A visitor is provided with a reflection of a bygone era that was influential in shaping the governance of this vast area of Canada.

The success enjoyed in gathering and restoring furnishings to illustrate the lifestyle of those early days is a credit to management, staff and the volunteer resource.

School children account for a significant portion of the 30,000 annual visitors. The role the museum plays in increasing the understanding of the original function of the building and the role of the Lieutenant Governor is an important educational message.

The structure and the large collection of artifacts, enriched by history, is interpreted by professionally trained guides through tours of the fourteen restored rooms.

Immediate enhancement of the museum is necessary to satisfy a search for new and interesting displays. The women in governance display is one example of the new dimension.

The present museum will serve as a pleasant introduction to the interpretive centres expressing the culture of the "First Nations" and the diversity of our natural resource wealth.

The Hospitality Function

The hospitality features of Government House include a museum dining room and a ballroom. This limited facility is not considered for commercial purpose.

The dining room is only available to the Lieutenant Governor and / or the Premier. The ballroom, with a ninety-person limit for a luncheon or dinner, is made available to the Lieutenant Governor, Premier, Ministers of the Crown, departments or agencies of the Government of Saskatchewan for official functions, meetings or conferences. Only events of an official nature are permitted.

Events of an official nature, sponsored by non-government, non-profit, incorporated organizations can be authorized to utilize the facility or the grounds. The Government House Historical Society, the Regina Stitchery Guild, and the Regina Symphony have been granted special status with respect to the hospitality facility.

The Government House Historical Society sponsors the very popular Victorian Tea Room during weekends throughout the year. The dedication of the many volunteers responsible for presenting this fine afternoon gathering has been extraordinary.

The actual booking terms and conditions are established by the Government House Management Committee and administered by the Assistant Manager responsible for the total hospitality operation.

Property Management and Security

The Saskatchewan Property Management Corporation provides the necessary property maintenance. The Corporation is also responsible for the security of the property. An hourly charge may be levied for security arrangements required outside of normal hours of operation

SPMC was responsible for the recent installation of the elevator which is such a welcome convenient addition to the property.

Proper access for persons with disability, whether staff or guests to official functions, will be included in the plans.

Notable Historic Reference

The Government House Historical Society

Mission Statement : "to preserve, enhance, and promote Government House as a public heritage site "

The Government House Historical Society, as it is presently known, played a positive role in the preservation and restoration of this heritage property. The initial restoration was realized during the provincial celebrations in 1980 commemorating our 75 years as a province of Canada.

The society continues to play a prominent role in support of the property. Their interest in the grounds, their fund-raising projects, public events like the Victorian Tea Room and the Old-Fashioned Picnic are just some of their efforts that deserve lasting recognition and commendation.

The Regina Stitchery Guild and the Regina Symphony have also made lasting contributions to the property.

Membership of the GHHS will welcome an enhancement process they can support.

The government through the appropriate department has recognized the valuable contribution of the society with very important material support including office facilities, supplies and an annual operating grant.

The Office of the Lieutenant Governor

After an absence of almost 40 years the office of the Lieutenant Governor returned to Government House in 1984.

That decision is responsible for the aura of officialdom that is so important to the property. The partial use of the facility as the present office of the Lieutenant Governor of Saskatchewan dramatically increases the appeal of the property as a visitor attraction.

The duties of the office include receiving dignitaries from around the world visiting Saskatchewan on official business. An interpretive centre would enhance that function of the facility. A world class interpretive centre emphasizing the untold wealth of Saskatchewan can certainly impact international interest in major commercial ventures.

The Vision

A Distinctive Five Year Anniversary Design

This report presents solutions with a positive strategy to implement significant additions that will tastefully enhance this heritage property. The improvements introduced over a five-year period will position Government House as a leading national tourist attraction.

The complete concept as illustrated in the "Master Development Plan" should be introduced during an appropriate occasion in the Millennium year. Each successive year major enrichment modules can be unveiled with final project completion to be dedicated in the provincial celebrations surrounding our100th anniversary as a province of Canada in 2005.

Throughout the community consultation process several appealing major enrichment initiatives have been advanced. This report will detail the projects that reflect the consensus of the organizations and individuals expressing their vision for the future of the Government House Heritage Property. Some of the proposals have been discussed and presented before but a lack of funds prevented earlier progress.

Vision Initiatives Under Consideration

- **A complete street and landscape project designed to capture the historic relevance of the property that will provide the visitor with an exciting educational and cultural experience**

- **Museum enhancement through displays illustrating the governance that displayed leadership in our social, academic and economic communities.**

- **Purchase, move and restore the original gardener's cottage. This building could serve as a visitor reception area and a souvenir and gift shop.**

- **Construct a replica of the original coach house to store the provincial landau and cutter.**

- **Construct an administration building to service the office needs including maintenance. Space should be provided for a light lunch facility and an appropriate chamber to display Saskatchewan exhibits.**

- **Assemble an interpretive centre in the main building illustrating the contribution to our society by the "First Nation" culture and the economic diversity and future potential of the resource wealth of this province.**

Property Governance

The Management Committee

The present Government House Management Committee, in structure and personnel, enjoys an excellent command of the issues and the experience necessary to establish effective policy.

The management committee must be prepared to accept new and different challenges as the vision becomes a reality. It is important that senior decision makers be seconded to the committee to precipitate instant and/ or early resolution to the questions that will inevitably arise. It must be made clear that the Management Committee, acting on behalf of the Provincial Secretary, establish policy. It is the responsibility of management and staff to implement that policy.

Property Management

The scope of the position and the management skills required to administer the property through the enrichment process and then beyond are substantially altered. The skills required to satisfy the position of General Manager will now include an ability to supervise an operation during considerable construction activity. Marketing skills now become the most important job specification.

Property management will require a more 'hands on' relationship with the volunteer sector. An employee responsible for community relations will provide closer liaison with the volunteer sector.

Government House Historical Society

A society executive committee should meet with the management committee in an exercise to facilitate an increased support role for the society.

Their past support record is a testament to the need for their increased presence and renewed commitment to a support role. The completed vision will bring operational change enhancing the opportunity for increased support activity.

The Government Historical Society is expected to contribute to effective policy decisions through its representation on the Property Management Committee.

It is academic to emphasize the need to clarify the support role if the property operation is to be productive and thus appealing to the total community.

Responsible Financial Management

A Financial Concept

There was a conflicting view among heritage property supporters as to the proper source of funds for property improvement and the inevitable increase in annual operating costs.

There are those who firmly believe that the public purse should be totally responsible for the preservation and improvement of heritage property. They fear that private financial subscription may unduly influence or limit general public access to the facility.

Others speculate that present economic conditions severely limit the possibility, practicality, or proper intent of government to accept total financial responsibility.

I am confident that a financial arrangement can be established that will serve to reconcile both competing positions.

Annual Operating Budget

An enhanced property will require a substantial increase in the annual operating budget. There will also be extra maintenance and security costs. Additional income from tourist related revenue will indirectly justify the increased operating expense.

An endowment, established through a charitable foundation, could provide a private source to cover possible extraordinary annual budget items, but the provincial government must continue to accept its responsibility for a reasonable operational budget.

Capital Investment Expectation

Capital investment in the major enrichment projects contemplated has been calculated to total $6,000,000. Substantial private funds must be secured to complement public funds directed to this program.

Research indicates that a private / public ratio of three to two is a reasonable capital funding arrangement. People with major corporate fund-raising experience confirm that a private donation target of $3,600,000 over five years is a realistic sum.

A section of this report is devoted to the establishment and structure of a charitable foundation accepting the responsibility to raise in excess of $3,600,000. The success of the entire proposal will depend on the capability of the foundation to accomplish its purpose.

Millennium to Centennial

Public Attitude and Atmosphere

The five years between Millennium and provincial Centennial will be an exciting time to recall and celebrate past achievements, applaud today's social and economic standards, and underscore the future potential of the province of Saskatchewan.

The complete program is designed to proceed on an annual project basis. The public dedication of the product would be arranged during appropriate ceremonies scheduled for the provincial centennial year.

Each separate addition is designed as a stand alone project. The chronology of the projects will be designed on a priority basis that will complement an annual sense of completion. A proper chronology can encourage annual visits that would serve to motivate the necessary interest and support. Such a process would have particular educational appeal to school children throughout the entire province.

Investment Projections

•	**Street and Property Landscape**	**$1,400,000**
•	**Construct Coach House**	**$ 500,000**
•	**Up-grade museum with additional displays**	**$ 500,000**
•	**Restoration of Original Gardener's Cottage**	**$ 500,000**
•	**Construct administration building**	**$ 1,000,000**
•	**Assemble "First Nation" Interpretive Centre**	**$ 600,000**
•	**Assemble "Saskatchewan Wealth" Centre**	**$ 500,000**
•	**Marketing Initiatives**	**$ 500,000**
•	**Contingency**	**$ 500,000**
	Total Anticipated Investment	**$6,000,000**

Public and Private Investment

The primary purpose of the foundation is to secure the private funding that will be necessary to enrich the heritage property to full potential. If the funding ratio suggested is considered practical and achievable, an amount of $3,600,000 would be private subscription.

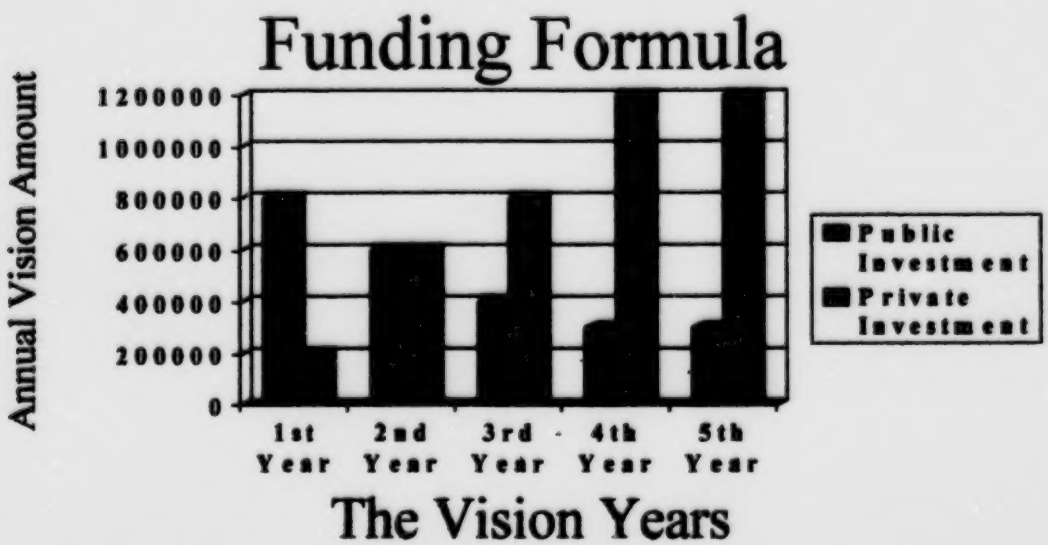
It is reasonable to assume that private corporate donations may increase as the provincial centennial celebration atmosphere approaches. Saskatchewan's natural and human resource contributions are held in high regard by national and multi-national corporations. Those corporations will be anxious to recognize that valuable contribution during the centennial celebrations.

A foundation will have administration expenses. Cost of administration should not exceed twenty-five per cent of the anticipated donation results. The total funding objective, including administration, would exceed $4,000,000.

Research cannot determine an exact chronology of subscription but an attempt is made to bring measurable objectives to annual foundation fund-raising activity.

A Funding Formula

		Public Investment	Private Investment
Year One	{ 2001 }	$ 800,000	$ 200,000
Year Two	{ 2002 }	$ 600,000	$ 600,000
Year Three	{ 2003 }	$ 400,000	$ 800,000
Year Four	{ 2004 }	$ 300,000	$ 1,200,000
Year Five	{ 2005 }	$ 300,000	$ 1,200,000
	Total	$ 2,400,000	$ 4,000,000



Marketing and Promotion

A Well-Kept Secret

The most disappointing feature of the entire review and study was the almost unanimous opinion that the history and restoration of the Government House Heritage Property were a well kept secret.

The attention directed to the marketing and promotion has been practically negligible. An attempt to attribute responsibility for this sorry situation would not likely serve any useful purpose. Suffice it to report that a long term marketing strategy must become a priority. Suffice it to report that marketing and promotion must become a priority of property management.

A specific target marketing plan including school children, senior citizens, tour bus operators, convention delegates and event participants must be a management priority.

An educational video emphasizing the role of the Lieutenant Governor, and the historic significance of this heritage property should be produced and distributed to every school and senior citizen club in Saskatchewan. The video should refer to the vision and include an invitation to visit Government House property on an annual basis through to completion in 2005.

A marketing program can be designed to encourage repeat visits.

There is no value in property improvement without a specific plan to generate public awareness. Marketing is a continuous activity and that expense should be an annual budget priority. Increased tourist activity can generate sufficient tax revenue to justify substantial annual budget consideration.

Any marketing plan must include attention to media personnel. The media must be continually invited to enjoy property activities, additions and expansion. The lack of media attention to the recent museum addition displaying the role of women in provincial governance and the installation of the elevator are examples of advancements that did not receive the media attention deserved.

Gift and Souvenir Shop Operation

A major source of revenue, and an indirect marketing tool, of major tourist attractions is an effective gift and souvenir retail outlet. Regardless of good intentions, the present volunteer operation does not meet the standards of a prominent heritage property.

The present volunteer operation is without an acceptable location, without inventory finance facility, and without management direction experienced in the business of a gift and souvenir shop.

A retail gift shop must be treated as a business venture.

Government House property, through the gift and souvenir operation, should become the location for major provincial activities designed to focus attention on Saskatchewan Arts and Crafts. Attention should focus on designs and articles that depict the culture and heritage of Saskatchewan.

Visits to other heritage and museums clearly indicate that this important source of revenue should be vigorously pursued.

The British Columbia Royal Museum in Victoria enjoys annual gross revenue in excess of $4,000,000 with annual profits of $1,300,000. More than 50% of their employee hours are by volunteers. The museum enjoys 650,000 visitors a year. Five years ago revenue was less than one million dollars.

A reasonable objective for Government House might be a gradual annual attendance increase to 120,000 thousand in 2005 with shop revenue of $ 800,000 and a net profit of $120,000.

Such a dramatic operation change will require the close attention of the general manager and the community relations officer.

Process Consultation

Personal Interviews

Throughout the study and review over 100 people were provided with an opportunity to present their vision for an enhanced Government House Heritage Property. I consider this report as a fair representation of their collective counsel. I trust that the following list does not overlook anyone who took the time to provide valuable information.

His Honour the Honourable Jack Weibe
Former Lieutenant Governor

W. Brent Cotter, Q.C.
Deputy Provincial Secretary

Michael Jackson, Executive Director
Government House and Protocol

Sheila Carson, President
Government House Historical Society

Irene White, Private Secretary
Lieutenant Governor of Saskatchewan

Carlo Binda, Special Advisor
Premier of Saskatchewan

Brian Keith, Senior Ministerial Assistant
Provincial Secretary

Helen Huber, Regional Director
Saskatchewan Property Management

Terry Sinclair, Acting General Manager
Government House Heritage Property

Connie Van Dusen, Vice President
Government House Historical Society

Peggy Leach, Past President
Government House Historical Society

Leroy Bidlo, Director
Government House Historical Society

Glen Stinson, Director
Government House Historical Society

Catherine Bickford-White, Coordinator
Government House Historical Society

Lorne Carrier, First Nation Liaison
Heritage Branch, Sask. Government

Mike Robinson, Security Commissionaire
Saskatchewan Property Management

Ella Denzin, Assistant Manager
Government House Heritage Property

Lloyd Begley, Curator and Chief Guide
Government House Heritage Property

Annabelle Kalina, Admin. Assistant
Government House Heritage Property

The Honourable A. Raynell Andreychuk
Senator, The Senate of Canada

Wayne Clifton, President
Clifton Associates Ltd.

Robert Mitchell, Q.C.,
Barrister and Solicitor

Bonnie Donison, Regional Manager
Human Resources, CBC

Al Selinger, Architectural Inspector
friggstad downing henry

Obert Friggstad, Senior Partner
friggstad downing henry

John Dawes, Executive Director
Hospitals of Regina Foundation

Herb A. LeRoy, Private Secretary
Lieutenant Governor of B.C.

Steve McLellan, Executive Director
Tourism Regina

Randall M. Williams, Former President
Tourism Regina

William F. MacKay, Director
RCMP Museum of Regina

Ron Crowe
Federation of Saskatchewan Indian Nations

Connie Deiter
Federation of Saskatchewan Indian Nations

Terry Klassen, KLA Group
Landscape Architects

Dan Welsh
Metis Nation of Saskatchewan

Clem Chartier
Metis Nation of Saskatchewan

Mayor Doug Archer
City of Regina

Gordon Barnhart, Associate Director
University of Saskatchewan International

Lorne Calvert, Special Assistant
Executive Council of Saskatchewan

Hon. Jack Hillson, Provincial Secretary
Minister of Intergovernmental & Aboriginal Affairs

Harold MacKay, Q. C.
Barrister and Solicitor

Don Black, President and Chief Executive
Greystone Capital Management Inc.

Hon. Garde B. Gardom, Q. C.
Lieutenant Governor of British Columbia

Bob Cherney, Retail Manager
Royal Museum Shops, Victoria, B.C.

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Law, Tax, And Charities
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Flora McLeod

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Text by Margaret Hryniuk and edited by Garth Pugh

British Columbia Foundation
Constitution, Bylaws, and Trusteeship

Annual Financial Audit, Government House Historical Society

The Intergenerational Impact of Residential Schools in Saskatchewan
Constance Deiter

The Volunteer Handbook, Royal British Columbia Museum
Victoria, British Columbia

British Columbia House Foundation
Constitution and By-Laws

The Circle Game
Roland Chrisjohn and Sherry Young with Michael Maraun

Project Studies

Moose Jaw Downtown Streetscape
Peter Davies, Landscape Architect

West Bank Redevelopment Plan, Meewasin
Eugene Prevost, Project Manager; Patsy MacDonald, Landscape Architect

South Downtown Urban Design Study, Saskatoon
Task Force Secretary, Ken Pontikes

Video

From Palace to Prairie, The Crown and Responsible Government in Saskatchewan.

"It's Your House", British Columbia Government House Production

Site Visit and Operation Examination

R.C.M.P. Museum in Regina

Royal British Columbia Museum in Victoria

Saskatchewan Natural History Museum in Regina

Western Development Museum in Moose Jaw

Government House in British Columbia

VISION

GOVERNMENT HOUSE HERITAGE PROPERTY

FINAL REPORT

SASKATCHEWAN GOVERNMENT HOUSE FOUNDATION

April, 2000

Saskatchewan Government House Foundation

Introduction

The purpose of this section of the report is to outline a foundation organization that has the legal and pragmatic structure necessary to solicit private donations from individuals and corporations that wish to financially support the enhancement of the Government House Heritage Property.

<u>The structure of the foundation must provide maximum tax advantage to individual or corporate donors</u>

Major corporations carefully choose the projects that will receive the limited funds available to community projects on a local, provincial and national level.

A $4,000,000 donation objective over a period of five years is a realistic undertaking. However, it must be clearly understood that such a major undertaking requires a well-developed strategy and effective management.

Well-developed strategy and effective management will only be realized if prominent Canadians with a special interest in Saskatchewan are prepared to contribute their exceptional talent.

It is not the purpose or authority of this report to select foundation trustees. However, a number of prominent Canadians have agreed to seriously consider an invitation to serve in that capacity. The high corporate and public profile held by the prominent Canadians that have expressed an interest in serving the foundation is a clear indication of potential success.

A list of people interested in serving on such a foundation is available.

The primary purpose of the foundation is to raise the funds necessary for substantial property improvment. It is of considerable comfort to recognize that the property has support from the business, professional, academic and labour communities at the provincial and national level.

Selection of trustees must be cognisant of the importance of representation from across the province. Government House is a provincial property that deserves the attention of the entire province.

Constitution
of
Saskatchewan Government House Foundation

The foundation shall be shall be known as "Saskatchewan Government House Foundation".

The purposes of the Foundation is to seek and obtain donations, gifts in kind, grants, bequests, and to otherwise raise the funds necessary to enrich the building and property known as "Government House Heritage Property".

The enrichment process has numerous objectives including the following goals :

2. to enhance the decor and historic character of the property to foster a greater knowledge and understanding of the system of governance our province has enjoyed throughout the last century.

3. to provide an opportunity for visitors to learn and appreciate the contribution of the "First Nations" to our society and culture.

4. to provide an opportunity, through a world class interpretive centre, for visitors to learn the diverse nature of our province, the accomplishments of the past, and our future potential for greatness.

5. to provide an opportunity to display Saskatchewan art and crafts unique to our province

6. to accommodate the official and social responsibilities of the Lieutenant Governor, the Premier and members of the executive council.

7. to provide a hospitality function designed to entertain dignitaries and host special events for Saskatchewan people.

8. to encourage public awareness and appreciation of the significance of Government House through the museum and artefact display.

9. to provide a facility for functions, meetings, or conferences of an official nature that are sponsored by departments or agencies of government.

10. to satisfy the facility requirements of such notable support groups as the Government House Historical Society, the Regina Stitchery Guild, and the Regina Symphony.

The Organization Structure

- fifteen trustees shall be appointed by the Lieutenant Governor on the recommendation of the Executive Council. Any organization or individual may submit names for consideration.

- five trustees shall be appointed for 3 year terms, five shall be appointed for a term of two years and five shall be appointed for a one year term.

- absuccessors to retiring trustees shall be appointed for three year terms. A trustee shall not be limited in the number of years in service as a trustee.

- no trustee shall be remunerated for being or acting as a trustee but a trustee could be reimbursed for any reasonable expenses incurred on behalf of the Foundation
- every past Premier and Lieutenant Governor of Saskatchewan shall be invited to serve as ex-officio trustees with full voting privilege.

- the Lieutenant Governor, on a recommendation from the Executive Council shall appoint a chair person who will select four other trustees to form an executive committee to act as table officers of the foundation.

- the trustees may meet as together at such places as they think fit for the dispatch of business, at intervals they consider necessary to regulate their responsibilities.

Officers and Trustees

The appointed chair shall choose four others to serve with him/her as table officers of the foundation. The officers will be responsible to conduct the affairs of the foundation according to the direction approved by the trustees

The Foundation Secretariat

The trustees of the foundation may decide to engage the services of an executive director to administer affairs.

The responsibilities of the director might include; fund raising activity as directed by the trustees; maintain financial records and books of accounts; render financial statements; conduct necessary correspondence; issue meeting notices; keep meeting minutes; and arrange the receipts for tax purpose.

A major responsibility of the director would conducting the arrangements to appropriately dedicate the enhanced heritage property.

VISION

GOVERNMENT HOUSE HERITAGE PROPERTY

FINAL REPORT

FROM MILLENNIUM TO CENTENNIAL

April, 2000

From Millennium to Centennial

A Dedication Committee

The design and execution of the property dedication ceremonies, necessary to attract maximum public attention and participation, will be critical to the short and long term success of the vision.

It will be imperative that all celebrations impart the historic significance of this heritage property. During the five years between millennium and provincial centennial celebrations it will be important to constantly profile this property as the original headquarters for a territory larger than Europe. Governance that began here has pioneered social and economic initiatives that have captured the attention of the world community.

The social and economic advances that arrive from governance symbolized by this property has impacted the country of Canada. The Canadian nation is now considered a jewel among the countries of the world.

A special committee of the foundation should be established to advise the Provincial Secretary on proper dedication celebrations. It is important to accept the reality that corporate generosity will in large part be dependent on suitable recognition for their donation. The challenge, of corporate recognition, without compromising the history and future of the public perception of the heritage property can be resolved.

The committee will examine every opportunity to recognize the generosity of donors and sponsors in every year of enhancement.

Every year a property addition or enhancement will attract sufficient community attention to warrant a public ceremony of dedication. Events would vary according to the specific expansion to be commemorated. A dedication ceremony provides an annual reason to focus major attention on the progress and an opportunity to create public anticipation of the final celebration during the centennial year. Every dedication ceremony provides an opportunity to extend gratitude for generosity.

The challenge of dedication should be presented to the people of the province. School children, in particular, should be encouraged to suggest activity that will recognize the imagination and exuberance of youth. Senior citizens will be anxious to participate in celebrations that emphasize their years of stewardship.

Friday, July I, 2005 / Sunday, September 4, 2005.

Her Majesty Queen Elizabeth 11 should be invited to officially dedicate the enhanced heritage property. Either Canada Day or the date of the inauguration of Saskatchewan as a province of Canada would be considered appropriate for such a ceremony.

Celebrations surrounding the completed vision of Government House should cover a span of seven to ten days.

The dedication celebration and related activity surrounding Government House should engage dignitaries representing the world community. World leaders should be invited to represent the many cultures that are an integral part of our heritage.

One activity might profile the Governor General of Canada, and the Lieutenant Governors of every province. Another might include the Prime Minister and all provincial Premiers. Every man and woman who has served this province as a member of the Legislative Assembly or as a Member of Parliament deserves recognition at a special event

Activity leading up to the official dedication ceremony can be arranged in communities outside the capital city. Rural communities would welcome an opportunity to participate in any celebration of past governance. National and international dignitaries can travel to communities across the province to bring greetings and extend congratulations.

All activity would lead to one ceremony culminating five years of planning to commemorate one hundred years of leadership in social and economic governance.

The vision for Government House Heritage Property provides an instrument to convey to the world our gratitude to people from many lands who worked together to build and govern this land.

The opportunity to profile the natural resource wealth of this province should be a positive by-product of the celebrations.

Tourism in Saskatchewan will benefit from all activity leading up to centennial celebrations. Effective dedication of the improved Government House Heritage property, as the highlight of anniversary celebrations, will have a lasting positive effect on the tourist industry in this province

The "First Nation" community can play a dynamic leading role in presenting memorable dedication ceremonies.

VISION

GOVERNMENT HOUSE HERITAGE PROPERTY

FINAL REPORT

SOLUTIONS TO BE CONSIDERED

April, 2000

Solutions to be Considered

Solution #1

Approve a five year development plan for Government House Heritage Property.

The "Master Development Plan" as presented will serve as a flexible plan to realize the property improvement necessary to position this valuable property as a premier provincial tourist attraction.

A visit to the property will provide an historic and cultural experience that should be made available to all school children in Saskatchewan.

National and international dignitaries attending the office of our Lieutenant Governor will have an opportunity to perceive the diversity and natural resource wealth of our province.

Senior citizens will enjoy a perception of dramatic transformation as they consider the social and economic change that their lifetime has witnessed.

There is virtual unanimity that now is the opportune time to commence the process. The next five years will provide an ideal atmosphere to reflect on past achievements while cultivating a vision for the future.

Solution # 2

Immediately establish a charitable foundation to secure the capital funds necessary to improve the heritage property to maximum potential.

The key element of this entire report is the support a successful charitable foundation will bring to the project.

Prominent Canadians with a special interest in Saskatchewan, a high profile within the national and multinational corporate world, and a unique charitable donation aptitude will enjoy this challenge.

The foundation structure as outlined has been carefully researched and any deviation from the general outline presented deserves serious consideration.

A list of prominent Canadians prepared to consider such a challenge is available.

Solution # 3

Alter the structure of the Government House Management committee to represent the most senior decision makers within the complete organization to ensure speedy resolution to challenges that are inherent to the vision.

Rather than specifically designate individuals I recommend the following interests be served by the appointment of a senior official.

The Provincial Secretary and Protocol Office
The Office of the Lieutenant Governor
Office of the Premier of Saskatchewan
The General Manager of the Government House Heritage Property
The Chairman of the Government House Charitable Foundation
The President of the Government House Historical Society
The Saskatchewan Property Management Corporation

I further recommend that the management committee structure provide for two additional appointments to be filled by the committee should an area of administration arise that requires a committee member with special expertise.

Solution # 4

Marketing initiatives must be introduced at the appropriate time. There are three initiatives that should receive consideration.

Production of a 30 minute video outlining the duties and responsibilities of the office of the Lieutenant Governor, the property vision under construction, and the excellent educational experience presently available. The video should include an invitation to visit the property on an annual basis. The video should be distributed to every school and senior citizen organization in the province. Appropriate recognition for repeat visits could be of benefit. A target of 60,000 school children visiting the property in 2005 is realistic.

Consideration should be given to additional opportunities to use the property for community and government events that satisfy the use requirements. Events that honour long time public service are only one example. A reasonable rental fee could be charged.

Consideration should be given to an admission fee to visit the grounds and the museum. Even if the fee is waived for the large majority of visitors, it places a value on the experience. The fee for school children or senior citizen groups could be waived upon approval by the local member of the legislative assembly.

Solution # 5

The Proviacial Secretary, assisted by a sub-committee of the Saskatchewan Government House Foundation, shall be responsible for the design, preparation and administration of appropriate enriched property dedication ceremonies.

Successful accumulation of substantial corporate donations will depend, to a major degree, on the appropriate recognition a corporation can expect for their generosity.

Activity surrounding the ceremonies, dedicating the enhanced Government House property, as described in another segment of this report, provides significant opportunity for imaginative and appropriate corporate recognition. Without an opportunity to develop an exciting dedication exercise that will capture local, provincial, national, and international attention the potential to gather sufficient capital funds will be severely diminished .

Solution # 6

The Provincial Secretary should immediately commission a report to establish an effective and profitable souvenir and gift shop retail operation.

The report should determine effective management of such a facility as well as establish realistic annual revenue and profit.

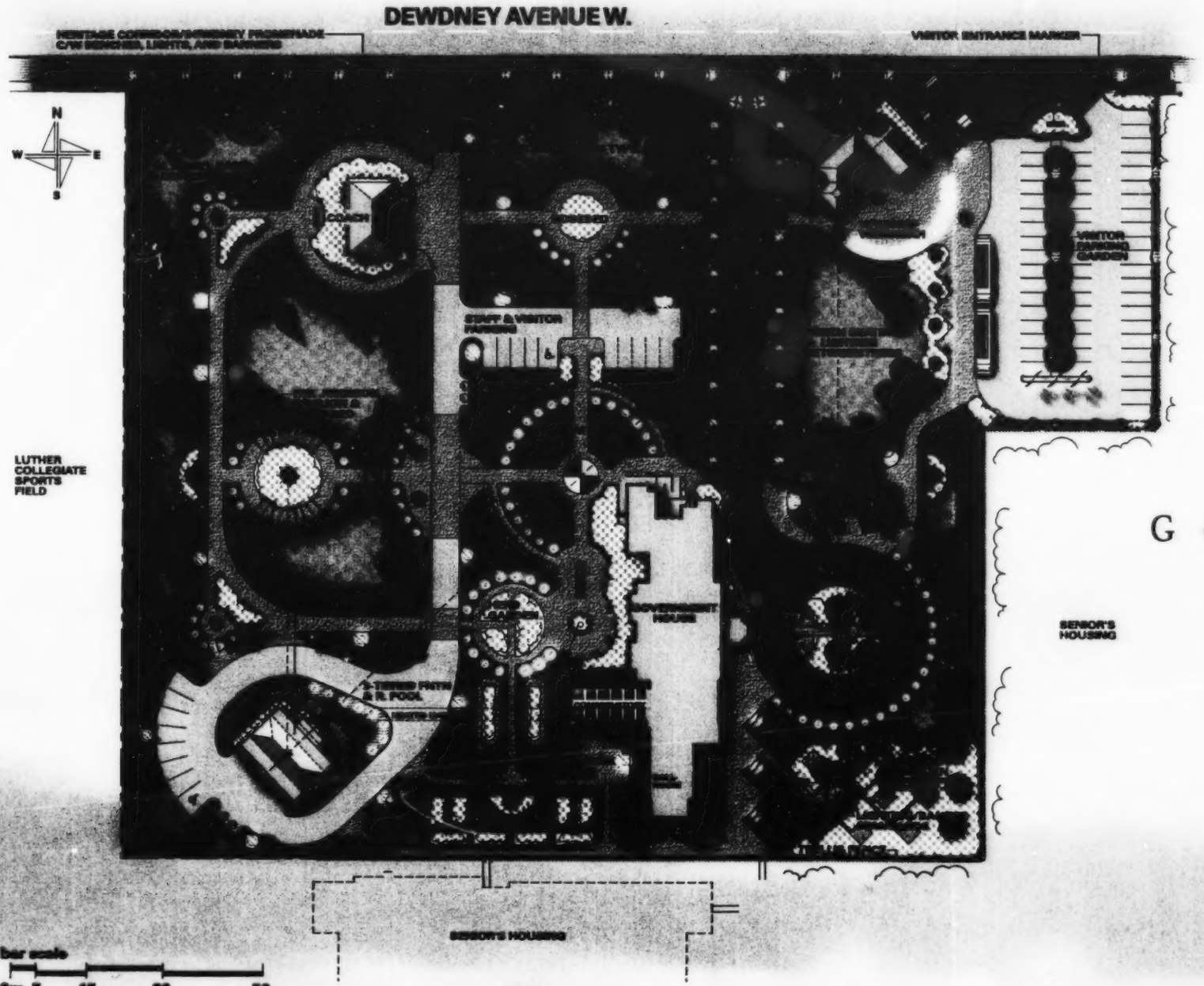
VISION

GOVERNMENT HOUSE HERITAGE PROPERTY

FINAL REPORT

A MASTER DEVELOPMENT PLAN

April, 2000



GOVERNMENT HOUSE HERITAGE PROPERTY: A VISION

REGINA, SASKATCHEWAN

CONCEPTUAL MASTER PLAN

JAN. 25, 2000

architects
friggstad
downing
henry

KLA
LANDSCAPE ARCHITECTURE
PLANNING
URBAN DESIGN

GOVERNMENT HOUSE

CENTENNIAL TREE GRATE DETAIL

EXISTING ENTRANCE FEATURE

PROPOSED BRICK COLUMN AND WROUGHT IRON FENCE

GOVERNMENT HOUSE - *Master Plan Summary*

I. Introduction

The Government House heritage property represents the heart of the old North West Territory's early governance. This property is an integral part of the nation's memory, a setting with historic relevance and one that has exciting potential to enrich the educational and cultural experience of visitors.

The enrichment activities illustrated in the master plan will be scheduled over a five year time frame, referred to as Millennium to Centennial (2000-2005).

This Summary documents the following:

- specific site development interventions such as new buildings and pedestrian walkways;
- general site development interventions including parking, access & servicing, site exhibits, site amenities, and landscape character; and
- landscape operations & maintenance considerations.

II. Specific Site Development Interventions

Each of the following master plan components, within this section, is outlined in three parts:

Objective - describes the enrichment objective.
Analysis - provides a brief background to related issues of the objective and rationalizes the concept.
Recommendations - outlines specific recommendations for action based on the preferred concept.

A. NEW BUILDINGS

The architectural character and style of any new buildings to be built on the

Government House property needs to enhance the sense of history, provide adequate functional spaces to serve their current requirements, provide long term performance so that they can be a permanent part of this historical setting, as well as be visually attractive and appropriate to the property. Original construction drawings have been secured for the Coach House which was designed as a simple wood frame facility with bevel siding, cedar shingles, with a modest residential building character. Photographs of the original Government House structure have been reviewed, and they depict a collection of buildings that had been assembled from prefabricated components constructed in Eastern Canada. The original Government House had some variety in architectural expression, detail, and finish. Most of the construction was wood frame with residential siding, sloped shingled roof, and included both spartan doors and windows as well as some bay windows and ornate trims. From the photographs it is clear that the facility evolved over time, and then was allowed to deteriorate to the point that it was demolished in 1910.

To reintroduce new buildings to this site, it seems appropriate that the historical records be searched to select architectural elements that could be recalled from our history, and thereby serve as reminders or echos of our past.

Government House is a large imposing masonry building with a distinctly different scale than the original Government House or any of the support buildings of the past. Government House includes masonry cladding materials which are substantially more durable and long term than any of the materials used on the original buildings. The original frame structures were abandoned and demolished, due to deterioration and lack of maintenance, or lack of useful function. With proper maintenance a frame building can perform for a long time.

It is recommended that the design of the new buildings be of wood frame construction using the best historically compatible residential and light commercial construction standards available with today's technology, but finished with details and features that are a replica of details on the original buildings. It may be appropriate to replicate the buildings from the past in a literal way, or appropriate to recall details and use them in ways to provide the functional spaces required of the new buildings. It will be essential that the

architectural designers study exhaustively all photographic and drawing data that can be secured from the past to create a palette of materials and details that could be incorporated into new construction. It will be essential that the details be executed with care to the original detailing, and where details are insufficient or unclear that the new details be executed with sympathy for the original design character.

A similar approach should be taken to the interior finish and fit up in the new facilities, so that the interiors also recall some of the character and qualities of the period of the original buildings.

1) Visitor's Centre & Gift Shop

Objective -
Re-establish the Gardener's Cottage on the property as part of a Visitor Centre and Gift Shop.

Analysis -
The former Gardener's Cottage currently exists in a Regina neighbourhood. Price permitting it should be purchased, relocated, interior renovated and the exterior restored.

The primary function of this building is an arrival point for visitors to the Government House property. As such it needs to be a focal point offering information, provide seating areas both enclosed as well as on the grounds for visitors to wait both entering and exiting. It would be appropriate to include a coffee shop operation and a gift shop that could be operated in conjunction with the coffee house. Public washrooms should be included in this facility.

Recommendations -
I.) Relocate or reconstruct the Gardener's Cottage as part of the Visitor Centre and Gift Shop.
ii.) Skew the front of the building toward the parking lot, thereby enhancing its entrance function.

2) Coach House

Objective -
Reconstruct the Coach House for storage of the cutter and landau (heritage vehicles of the Lieutenant Governor's Office).
Analysis -
Since the original drawings for the Coach House have been recovered, it would seem appropriate to reconstruct this facility as close to the original design as possible. Consideration has been given to the storage of the two historical vehicles within the Coach House, as well as the potential for storage of the current limousine used occasionally by the Lieutenant Governor. The original Coach House measures 30' x 46'. With minor adjustments to these dimensions, the 3 vehicles could be accommodated.

Although storage of the limousine was considered together with the cutter and landau, the effects of gasoline exhaust on heritage artifacts is not desirable. As such, current thinking is that the limousine would be best stored off-site.

Recommendation -
I.) Position the Coach House as a focal point and interpretive exhibit.
ii.) Continue parking the Lieutenant Governor's limousine off-site.

3) Administration Centre

Objective -
Relocate the current administrative functions of the management of Government House to a new and separate building on the property.

Analysis -
Since this building will not directly serve visitors it should be placed to the back of the site and modeled after former buildings. It should be positioned to offer easy access to Government House, possibly including an underground link for the movement of small exhibits and associated supplies as well as a walkway for administrative staff including tour guides.

The functional requirements of the management office have been estimated using the floor area it currently occupies on the second level of Government House. These offices have a net interior space of 1900 ft^2. In addition to this

office function which could be located on a second floor, there is a need to have a multi-purpose room that could be located on the main floor to serve a variety of functions including art displays, receptions, or other similar special events. The suggested area of the multi-purpose room is 1500 - 2000 ft². In addition to these functions, there needs to be an appropriate entry vestibule and reception area, public washrooms, and supportive space for mechanical and electrical systems. This facility may include a basement area that could serve in a maintenance storage capacity as well as house mechanical and electrical systems.

Recommendation -
I.) Model the architecture of the proposed Administration Centre to the former barn which is believed to have once stood at the southwest corner of the current property.

B. PEDESTRIAN WALKWAYS

The streetscape and garden walkways of Government House require distinctive qualities which promote the unique nature of this heritage property.

The overall theme of governance can be represented within the context of how our society has been shaped by 100 years of history, our people, our values, our cultural and social diversity, and our built environment.

Enriching the property surrounding Government House will offer visitors a memorable experience of walking to significant buildings, site exhibits, and gardens.

The character and identity of the streetscape and garden walkways can be expressed through elements such as signature street furniture, historic lighting fixtures and poles, thematic sculptural art and statuary placement, heritage-quality paving stones, sympathetic streetscape railing and perimeter fencing, appropriately attractive site graphics and interpretive signage, and historically emblematic tree grates - all of which will harmonize and impact on the visitor's experience.

1) Dewdney Heritage Promenade

Objective -
Accommodate development of a comprehensive streetscape initiative which could connect Government House to other heritage and nationally significant sites along Dewdney Avenue, i.e. the RCMP Museum and the Northwest Territory Administration Park.

Analysis -
Streetscape enhancement would elevate the image of the Government House along Dewdney Avenue. An improved walking surface in the form of a promenade would encourage stronger pedestrian links to the property. Evidence of people on the street generates interest and promotes viability of the enrichment project as a tourist attraction.

Recommendations -
I.) Extend the character of the heritage gates with complementary brick columns and railing along the full frontage of Dewdney Avenue.
ii.) Develop a generously dimensioned walkway in the form of a promenade with heritage-style unit pavement, trees, pedestrian lighting, benches, banners, and strategically located sculpture.

2) Centennial Promenade - a multi-cultural memorial

Objective -
Enrich the ceremonial entrance by flanking the carriageway with pedestrian streetscape amenities similar to the proposed Dewdney Promenade.

Analysis -
The unit paving surfaces could be developed with a multi-cultural theme and represent various ethnic groups and individuals of Saskatchewan. The carriageway and proposed pedestrian amenity zones flanking both sides should read as one.

Recommendation -
I.) Develop a heritage-style promenade from the proposed Dewdney streetscape to the main entrance of Government House.

3) Walkway Links to Site Exhibits

Objective -
Develop barrier-free walkway links to site exhibits.

Analysis -
Accessibility ramps will be necessary where grade transitions occur. These ramps should be customized to the spaces they are serving. A hierarchy of pedestrian traffic volumes can be accommodated with various walkway widths. Walkway surfaces should be developed with heritage-appropriate paving materials.

Recommendations -
I.) Provide customized accessibility ramps at all grade transitions.
ii.) Establish an acceptable minimum width walkway, e.g. 1.5 m. width.
iii.) Select an appropriate heritage-style paving material for walkway surfaces.

4) Centennial Time Line - History Walk

Objective -
Develop a featured History Walk to mark key provincial events over the past 100 year time period.

Analysis -
The History Walk should be positioned central in the property and should relate to the First Nations Circle. Historic themes should be studied and interpretive recommendations presented.

Recommendation -
I.) Develop a History Walk as a centennial site exhibit.

5) Building Entries & Outdoor Reception Areas

Objective -
Develop outdoor foyers to accommodate comfortable transitions into buildings.

Analysis -
Key outdoor reception areas will include: the main entry to Government House, the Ballroom entrance, the Conservatory entrance, and the entrance to the Visitor's Centre and Gift Shop.

Recommendations -
I.) Develop pedestrian amenities in the form of plazas to effectively serve inside-outside transitions whether accommodating small or large groups.

III. General Site Development Interventions

A. PARKING

1) Visitor Car Parking -56 stalls, eliminate center median to achieve barrier-free access; retain existing trees
2) Tour Bus Lay-bys - for 3 buses, provide adjacent bench seating and other pedestrian amenities
3) Lieutenant Governor & SPMC Staff Parking - 5 electrified stalls expandable to 10, positioned for easy access to offices
4) Lieutenant Governor Limousine Parking in Separate Garage - across from staff parking and adjacent Coach House
5) Government House Administration Staff Parking - 8 electrified stalls, behind Administration Centre

B. ACCESS & SERVICING FROM DEWDNEY AVENUE

1) Visitor Parking - widen entrance to improve access, particularly for tour bus turning
2) Centennial Promenade - leading to main entrance and Ceremonial Circle
3) Administration Drive - existing west lane
4) Kitchen Service - propose loading access through First Nation's Circle
5) Senior's Housing Fire Access - along existing west lane

C. SITE EXHIBITS

1) Visitor's Parking Garden - a prairie horticultural display around perimeter of parking lot
2) Visitor's Verandah - a platform for orientation, a place of arrivals & departures
3) First Nations Circle - in the geographic center of the property, embracing Government House, and connected to the Centennial Time Line (History Walk); maintain open lawn for flexibility of use and ceremonial activities; consider sculpture or statuary of the original Treaty Chiefs.
4) Centennial Time Line - a walk through the first 100 years of the province's history
5) Ceremonial Circle - a main entrance showcase
6) Centennial Promenade - a multi-cultural memorial
7) Rosebed Garden - surrounded by the north end of the Centennial Time Line and visually framed with a group of thematic sculpture or statuary
8) Coach House Garden - a visual terminus on the east-west axis from the Gardener's Cottage, surrounded by a circular walkway and detailed with an interpretive message
9) F.W. Johnson Pavilion & Tulip Garden - existing, with proposed supplemental lighting and sculptural installations
10) Herb Garden - existing with proposed bollard lighting
11) Fountain Patio & Reflecting Pool - adjacent to the Herb Garden and positioned on the south end of the Centennial Time Line; a three-tiered fountain will be a new introduction to the property and the selection should be accurate to the historic period
12) Tea Garden - existing
13) Conservatory Deck - existing, with potential enhancements for special occasions
14) Ballroom Garden - with a centrepiece gazebo complementing both outdoor reception area and adjacent Ceremonial Circle; functional as an extension of the outdoor reception area and as a multi-purpose exhibit space
15) Centennial Statuary and Interpretive Stations - strategic art placement and interpretive messaging to enhance visitor experience

D. SITE AMENITIES

1) Lighting Program - include pedestrian and carriageway (streetscape) lighting; bollard lighting; special effects flood and string lighting to accentuate buildings and property
2) Signature Benches - with heritage look and presenting the Government House Millennium to Centennial logo or motif
3) Emblematic Tree Grates - framed with the words 'Government House' and Territorial Government Seal; date stamped to mark the centennial period and including the original and current provincial emblem
4) Heritage Lighting Bollards - presenting the Government House Millennium to Centennial logo
5) Sympathetic Perimeter Railing & Fencing - railing and masonry columns modeled after and complementary to the existing main entry gate; trellis fencing to visually separate adjacent senior's housing and to be architecturally harmonious with setting
6) Colourful Seasonal Banners & Flags - presenting both traditional and contemporary graphics which promote historic and current events of Government House
7) First Nations Arbour - architecturally appropriate and harmonious with First Nations Circle and Government House context
8) Tumbled Cobblestone Pavers - to complement ambient heritage qualities of the property
9) Notable Signage - excellent site graphics are crucially important to the visitor experience
10) Site Serviced Audio System - background music with voice over capability will enrich the visitor experience
11) Drinking Fountain - a convenience visitors will appreciate

E. LANDSCAPE CHARACTER

1) Trees - the site is characterized by mature plantings of deciduous and coniferous trees on regularly mown lawn; no part of the site is considered natural
2) Shrubs - minimal shrub ground cover exists on the site

3) Hedges - along proposed Centennial Promenade existing hedges would be removed to allow for walkway extensions
4) Flower Displays - recommend stewardship program with local groups based on accountability agreements
5) Lawn - regularly mown lawn is the dominant ground cover; typically walkways separate lawn from planting beds
6) Representative Indigenous Plantings - at the First Nations Circle

IV. Landscape Operations & Maintenance Considerations

1) Automated Lawn Irrigation - manage turf grass in a convenient manner which does not disrupt visitor activities
2) Automated Irrigation to Promenade Trees - a healthy streetscape is important to visitor impressions
3) Hosebib Water Supply to all Shrub & Flower Displays - supplemental hand watering is one of the best ways to manage health and regular monitoring of beds during the growing season
4) Water Fountain(s) - water features require regular mechanical maintenance and water quality checks
5) Lawn Mowing & Maintenance Program - Regular lawn maintenance should be appropriate to the dappled-shade environment created by existing trees
6) Tree Maintenance Program - regular pruning program appears to exist and should continue to ensure healthy trees
7) Shrub & Flower Bed Maintenance - hand watering, fertilizing, weeding and litter control should be built into any maintenance agreements; these agreements should be a part of a stewardship program involving volunteer groups
8) Lighting Fixture Replacement - select lighting fixtures which have readily available replacement parts
9) Site Security & Vandalism - annual budget consideration

— End —